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Tampa, FL

CHALLENGE 2010 DEBRIEF SESSION

University of North Texas Health Science Center at Fort Worth

Presenters:

Jason Hartley, Exec. Director Facilities Management

Patricia Dossey, Business Manager

UNT Health Science Center

- Graduate University, located in Fort Worth, Texas and includes, Texas College of Osteopathic Medicine, Graduate School of Biomedical Sciences, School of Public Health and the School of Health Professions

- Enrollment for 2010 totaled 1,576 graduate students with 412 Faculty and 851 Adjunct Faculty.

- Founded in 1970 when the Texas College of Osteopathic Medicine accepted its first students and is one of the nation's distinguished academic health science Centers dedicated to education, patient care and service. Ranked in US News & World Report's Top 50 Medical Schools in Primary Care education for 10 consecutive years.

- The Operations Division of the University sponsored this report.

DEVELOPING A SPACE INVENTORY SYSTEM

Project Summary

- To develop and implement processes to ensure effective communication with the UNTHSC Executive Team, Leadership Team and other key constituents for space planning. The project should establish and maintain processes to collect and provide data to be used in decision making for space allocation, planning, research, formula funding, and space projection models.

Project Drivers

- – Space Management procedures and guidelines are developed to define roles and responsibilities, detail processes and timelines, set space allocation standards and document space allocation and utilization

- – An Integrated Workplace Management System (IWMS) and training program is fully implemented

- – A fully engaged Space Utilization Committee

- – A space inventory that is maintained accurately on a real-time basis

- – A method for linking people, space and money

- – Departmental accountability for space management

Project Goals

- Develop leadership capacity
- Align use of education and research facilities with strategic plan and budget
- Meet the needs of key beneficiaries and constituents
- Become data informed – Accurate, accessible and timely reports
- Organize and train workforce
- Sustain effective and efficient work processes

- – Planning: helped us to focus on who we needed to include on the project and to have input from all parties on the project.

- – Leadership – having all parties interested and committed to the project as we presented ideas was critical to the final development and plans for the project. Having all the involvement and ideas shared helped to ensure the success of the project. Executive leadership support for accountability was critically important.

- – Communication: Early and ongoing communication and training with the large and diverse group of key stakeholders was required to ensure success.

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Use of Baldrige/EHE

- Culture: With the processes in place and training finished, the people involved understand and are anxious to implement the program. UNTHSC's culture of accountability allowed for such a project to be implemented.

- Assessment: The new processes and procedures are in place and have been used effectively to determine space moves by the Space Utilization Committee and Executive Team. The final assessments will take place once the new program is fully operational. Ongoing assessments will be conducted via the Texas Higher Education Coordinating Board space inventory audit.

Outcomes/Results

We have implemented the Space Management Policies and Procedures. We have written a training manual and have trained all UNTHSC space representatives in each department; on polices and procedures as well as the forms needed to make the policies work. Training for all space representatives and the leadership team is scheduled on the new space management software in July of 2011. This will be the final piece for the procedures that will provide accurate space reporting to State and UNTHSC stakeholders.

: UNTHSC has a policy that impacts the university's space projection model for students and staff, as well as, assist with state, federal and research funding.

Status/Future Plans

All processes, procedures and guidelines are in place. The staff and leadership team have fully embraced all of the processes. UNTHSC has purchased the IWMS software (Archibus) for the final part of the project. The data from all departments has been downloaded dedicated servers are in place and we are using the program for space management. The Space Administrator is testing the program and making any and all changes that need to be made. Currently, required redesigns and programming changes that must take place with Archibus prior to training all of the staff who will be using the program is occurring.

PROJECT ANALYSIS

Lessons Learned

- In order for any project to work, the leadership must give their support and stand behind the project in all phases to ensure the project is effective and is implemented with a minimum amount of issues.

- Communication is the key to implementing any new project. We found that having all parties involved in weekly meetings was very helpful.

- Training of key personnel has been critical in the success of the Space Management Project.

- Purchasing the Archibus computer program was great but the time required to customize the program to UNTHSC's needs is taking longer than anticipated.

Baldrige/EHE Model

- The Baldrige method provided a framework to use to measure progress as the project was developed. Each stage was used to ensure that the project would be thorough and successful.

- Communication is a key element in the Baldrige method and we learned that meeting with key team members on a regular basis kept the communication lines open and feedback flowing.

- Using the planning, goals, strategies, and action plans helped walk us through what needed to be done. Each stage measured the following: Audience, Intended Outcome, Resistance, Message, Communication Channel, and Message Source.

Leading Change

- In any changes that were made the Leadership Team's support was the leading factor for our success.

- Their support lead to the final implementation of the Space Management Policies and Procedures.

- Training Manuals and presentations to the leaders and support staff have led to a fairly smooth implementation.

- Train all space representatives to use the new Archibus program.

- Revise Space Forms to make more user friendly. This will encourage more timely reporting.

- With the cooperation of all departments, more detailed information will be gathered and imputed into the Archibus program.